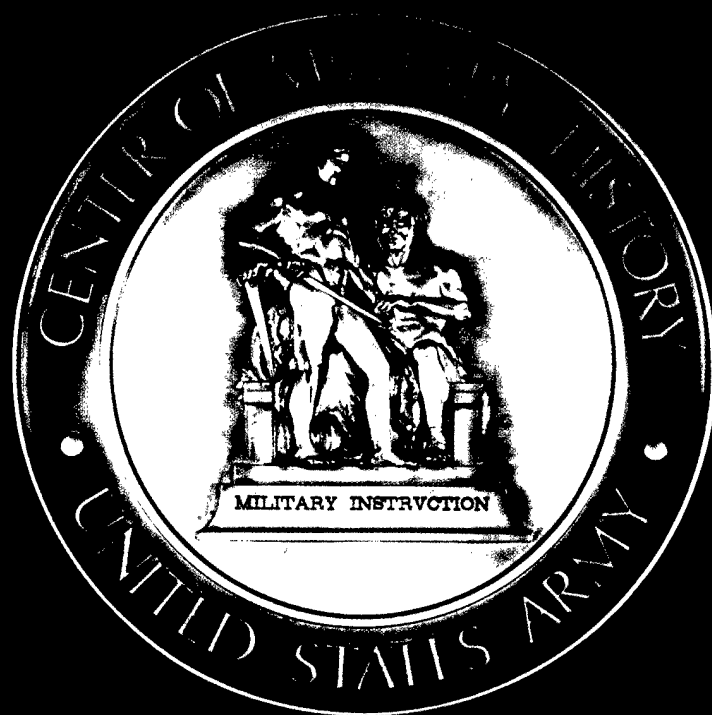


THE UNITED STATES ARMY CENTER OF MILITARY HISTORY



Strategic Plan 2010

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STRATEGIC PLAN 2010



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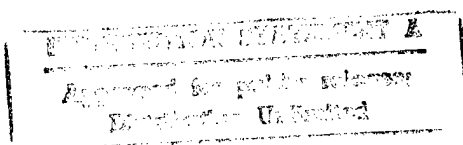
From the Chief of Military History . . .

The Center of Military History exists to tell the Army's story. Established in the closing days of World War II, this organization has distinguished itself through fifty years of service to the Army, scholars, veterans, and the American people. We continue to support these most deserving customers today and are fully committed to continuing the performance of our many missions into the future.

The Center has selected five Major Focus Areas for priority attention as we execute our strategic plan. These Major Focus Areas are Information Technology, Products and Services, Outreach, CMH Organizational Effectiveness, and Army Historical Program Leadership. We must succeed in our continued service within these key functions if the Center is to effectively support the Army.

We are ever mindful of the value of our past and the enduring strength of the Army's shared heritage. The Center of Military History looks to the future with great enthusiasm. For it is in the future that we must make our greatest contributions.

Together, we will use the past, in the present, to shape the future.



John W. Mountcastle
Brigadier General, USA
Chief of Military History

Introduction



The Army Historical Program (AHP) chronicles the history of the United States Army and preserves the proud heritage of the soldiers who have served the nation in both war and peace. As the Army transforms itself to face the challenges of a new century, the AHP will evolve to continue its traditional mission of maintaining the history of the Army. Exploiting advanced technology, a network of Army history professionals in diverse Army organizations cooperate to prepare the historical record and conserve the material culture of the Army.

The Center of Military History (CMH) plays the central role in the Army Historical Program. The Chief of Military History provides the focus for military history activities throughout the Army and is the overall manager of the AHP. The Center takes the lead in coordinating and synchronizing the products and services provided by the various AHP components. The CMH is responsible to provide timely, relevant products to the Army and its leaders. The Center also oversees a worldwide Army museum system that covers every aspect of Army history. The experienced professionals at CMH are critical to the Center's success. These dedicated men and women develop and provide a wide range of products and services to both the components of the AHP and the Army as a whole. As the Army enters the 21st Century, the Center will use the past to help shape the Army's future.



The United States Army Center of Military History

. . . the Nation's principal source of official Army history

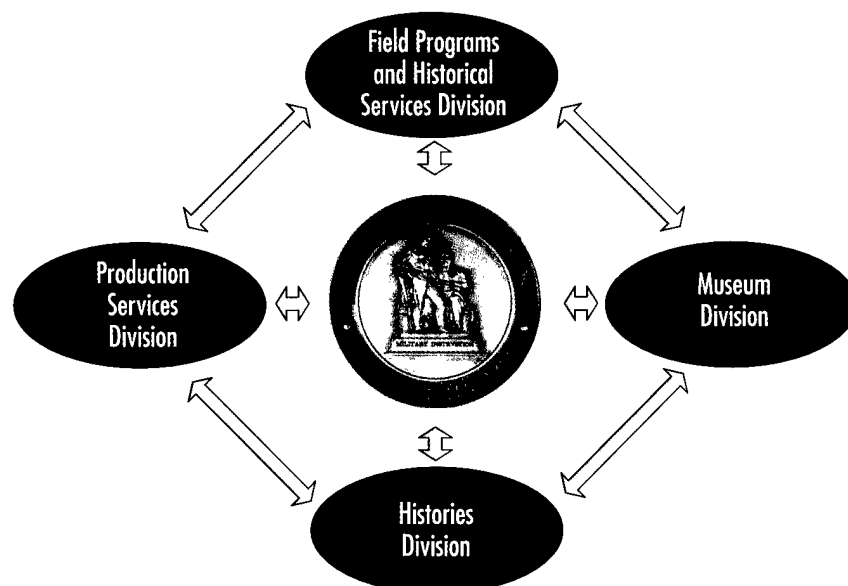
The Center of Military History is a field operating agency reporting to the Chief of Staff, Army, and supervised by the Director of the Army Staff. The Chief of Military History commands the Center and is the principal adviser to the Secretary of the Army and the Chief of Staff for all historical matters. The Chief directs all activities of the Center of Military History and manages the Army Historical Program. As a key member of the AHP team, CMH synchronizes and coordinates the efforts of the various Army organizations and commanders that contribute to the Army Historical Program. The Center prepares the official history of the Army and supervises the Army museum system. To complete these myriad tasks, the Center is organized into four divisions: Field Programs and Historical Services, Histories, Museum, and Production Services. The missions of these divisions are:

♦ **Field Programs and Historical Services Division.** Provides staff supervision over Army history field operations including the doctrinal and organizational proponency for military history detachments; coordinates international army military history programs; develops collections of source materials on Army history; and maintains the Army's organizational history records.

♦ **Histories Division.** Prepares official Army histories, including works to assist decision-making by Army leaders and to support the Army Staff and the Secretariat. Develops policy for Army oral history programs and conducts selected oral history interviews.

♦ **Museum Division.** Provides staff supervision for the Army museum system, maintains accountability of Army historical property, and manages the Army museum certification program. Directs the National Museum of the United States Army.

♦ **Production Services Division.** Directs production of CMH publications and ensures a sufficient stockage level of all Center publications to meet Army requirements. Facilitates reprinting of CMH publications for use in Army schools.



The Center of Military History

Purpose:

The Army's authority on military history: using the past to understand the present and prepare for the future.

Mission:

The United States Army Center of Military History will inform, educate, and professionally develop soldiers and their leaders to prepare them for an uncertain and challenging future by collecting, preserving, recording, studying, interpreting, and publishing military history for the Army, the nation, and the world.

Vision:

The United States Army Center of Military History, recognized as the nation's principal source of official Army history and as the leader of the Army Historical Program, enhances the effectiveness of the Army. Properly organized and resourced, the Center fully exploits advanced information technology to create and disseminate timely, relevant, and innovative products and services that stimulate greater understanding and use of history within the Army and the nation.



Commander's Intent

The Center of Military History is the central component of the AHP. In the future, the Center's success will be characterized by the following attributes:

- ◆ Increased demand and use of CMH historical products and services by an Army aware of history's usefulness.
- ◆ Enhanced resources, consistent with the strategic vision and mission of a highly functional organization.
- ◆ Historical products produced and disseminated in a timely manner to meet the Army's needs.
- ◆ Fully integrated and synchronized information technologies that increase the Center's efficiency and accessibility to customers.
- ◆ Effective coordination and communication among the components of the Army Historical Program.
- ◆ Recognized by the Army as the principal source of its history.



Major Focus Areas

The Center of Military History will achieve its strategic vision by effectively and efficiently focusing its resources on five major areas. These MAJOR FOCUS AREAS are *Information Technology*, *Products and Services*, *Outreach*, *CMH Organizational Effectiveness*, and *AHP Leadership*. The Major Focus Areas are of equal value and are not prioritized in this plan.



I. Information Technology

Goal: The Center uses appropriate state-of-the-art technology to accomplish its mission.

II. Products and Services

Goal: CMH customers receive timely, accurate, and relevant historical products and services.

III. Outreach

Goal: The Center anticipates and is responsive to the Army's needs; its customers are aware of, and have access to, historical products and services.

IV. CMH Organizational Effectiveness

Goal: CMH is dynamically led, effectively managed, and functionally organized to execute its mission and achieve its strategic vision.

V. AHP Leadership

Goal: The Center leads all AHP components in collaborating, coordinating, and supporting each other to maximize program results and minimize duplication.

Major Focus Area: Information Technology

The Center of Military History possesses a wealth of historical information for use by soldiers and civilians. Today, only a small portion of this historical information is available through CMH World Wide Web site. We must continuously employ advanced information technology to ensure timely, on-line access to the full array of our historical products and services. Furthermore, we must field technologically superior systems capable of linking together all of the historical information and history professionals of the Army Historical Program.



Goal: The Center uses appropriate state-of-the-art technology to accomplish its mission.

- ◆ Objective 1: Meets the Headquarters Enterprise Network (HEN) standard

- ◆ Objective 2: All parts of the AHP are technologically compatible

- ◆ Objective 3: CMH On-Line is the primary point of access for the history of the United States Army

- ◆ Objective 4: A living, growing system is responsive to changing needs of the soldier and customer

- ◆ Objective 5: Digitally archives historical data



The Center of Military History Strategic Plan 2010 will directly support the Army Historical Program Strategic Plan 2010 by fielding a fully integrated historical information network. This network will be capable of providing Army leaders, soldiers, and civilians rapid access to the full spectrum of historical products and services offered by the Center as well as those offered by the other AHP component organizations.

Major Focus Area: Products and Services



The Army in the 21st Century will face a variety of challenges around the world that will demand rapid, decisive response from a technologically superior force. These operations will require detailed, accurate, and relevant products and services from the Center of Military History. These historical products and services will have a direct impact on the successful planning and execution of these world-wide operations.

Goal: CMH customers receive timely, accurate, and relevant historical products and services.

- ◆ Objective 1: A full array of historical products and services that meets identified and expected needs is available for the soldier and the general customer community
- ◆ Objective 2: CMH has a flexible, responsive distribution system
- ◆ Objective 3: CMH has an agreed-upon system of priorities that drives the timely output of products and services
- ◆ Objective 4: CMH products and services are objective and accurate

Like all the historical products and services offered by the other AHP component organizations, those offered by the Center must be timely, relevant, accurate, and objective. We must provide the soldier and the leader with a responsive distribution system built upon state-of-the-art technology. We must also provide a dynamic feedback link between the Center and our customers to be able to respond to their needs today and tomorrow. We must provide world-class products and services to our world-class customers.

Major Focus Area: Outreach



Supporting the use of relevant history to aid and assist Army decision-makers is an essential task for the Center of Military History. Using all of the available resources, CMH professionals must anticipate the needs of Army decision-makers and must be aggressive in providing products and services to the Army leadership.

Goal: The Center anticipates and is responsive to the Army's needs: its customers are aware of, and have access to, historical products and services.

- ◆ Objective 1: CMH routinely anticipates requirements of leaders and their staffs for historical products and services

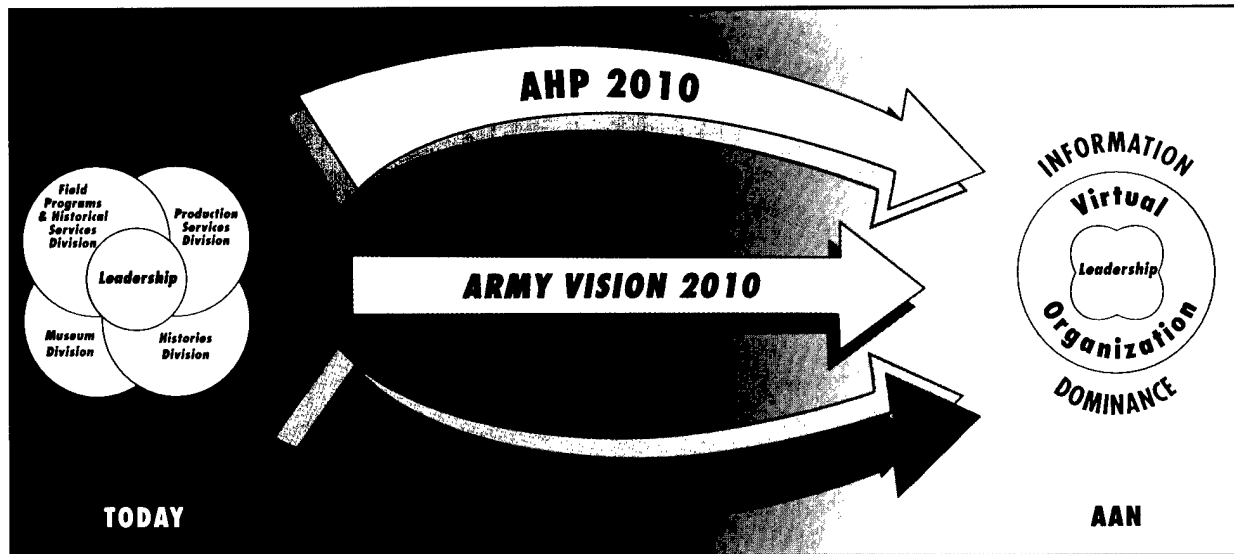
- ◆ Objective 2: CMH products and services are marketed successfully

- ◆ Objective 3: CMH routinely obtains feedback from its customers and AHP components and uses that information to continue providing timely, accurate, and relevant historical products and services

The history professionals at CMH must constantly look for opportunities to apply their superb skills in anticipating the needs of the Army. The Center must also implement a comprehensive marketing strategy to educate its customers on the wide variety of available and planned historical products and services. A successful marketing campaign of the Center's products and services is an essential element of this strategic vision.



Major Focus Area: CMH Organizational Effectiveness



The Center of Military History is a complex organization conducting many simultaneous missions. The effective and efficient use of our resources is essential if we are to continue to provide quality products and services for our Army. We must remove duplication and eliminate waste. Leadership at every level in CMH must be actively engaged in seeking innovative means of managing resources to reduce costs and increase quality. All CMH personnel must work closely with each other and the other history professionals of the AHP to provide maximum benefits to the soldiers they support.

Goal: CMH is dynamically led, effectively managed, and functionally organized to execute its mission and achieve its strategic vision

- ◆ Objective 1: CMH's dynamic leadership achieves the organization's strategic vision
- ◆ Objective 2: CMH effectively manages resources to accomplish its mission
- ◆ Objective 3: A functional organization accomplishes CMH's mission-essential tasks
- ◆ Objective 4: Historical Projects Development Process (HPDP) determines and guides the development of CMH's products

Effective and efficient responses to future change will require flexibility in both thought and action. Therefore, the Center must continually assess organizational structure, organizational functions, and resource allocation relevant to future mission requirements. Moreover, priorities must be established and continuously reviewed to ensure that the Center achieves maximum benefits from our resource investments. The Chief of Military History, assisted by the Chief Historian, will establish the priority of effort within CMH.

Major Focus Area: Army Historical Program Leadership

The Chief of Military History will provide overall leadership for the AHP. The Chief of Military History, working with the other organizational leaders within the AHP, will establish and continuously review Program priorities to effectively and efficiently move the AHP and CMH forward into the 21st Century. The leadership of CMH must work closely with their professional counterparts throughout the AHP to maximize Program output by eliminating duplication of effort and conserving total resources. The Center possesses the leadership and management experience to successfully accomplish these tasks, thus ensuring unity of effort throughout the AHP.

Goal: The Center of Military History leads all AHP components in collaborating with, coordinating, and supporting each other to maximize program results and minimize duplication.

- ◆ Objective 1: The Chief of Military History, a serving Brigadier General, leads the Army Historical Program, thus providing the inherent experience, maturity, influence, and objectivity necessary for its direction, visibility, and viability

- ◆ Objective 2: The Center of Military History coordinates the historical activities of AHP components

- ◆ Objective 3: The CMH supports collaborative efforts among AHP components

- ◆ Objective 4: The CMH works to support the AHP by minimizing duplication among its components

- ◆ Objective 5: The Center administers the professional development program for the AHP, including conferences, workshops, training courses, and developmental assignments

- ◆ Objective 6: The CMH sets standards for and leads the AHP information technology compatibility process



An increasingly sophisticated AHP requires active leadership at all levels within the Center. The leaders within CMH will harness the efforts of the many diverse Army organizations and commands contributing to the AHP. The result will be one team of history professionals administering and executing a comprehensive AHP for the Army into the next century.

The Path to the Future



This strategic plan marks the path to the future for the Center of Military History. The transition of CMH into the 21st Century will be both challenging and exciting. The mission to record and preserve the heritage of America's Army will remain unchanged in the years ahead. It will demand the full attention and energy of the staff of the Center to develop a robust and skilled organization capable of the continued leadership of the Army Historical Program.

The history professionals of CMH will be the leaders in the transition of the Center by ensuring that the Center is organized, staffed, and resourced to support the Army worldwide. Continuing team efforts with the AHP components and close coordination with Army leaders will be necessary to accomplish the missions of the Center. Using the latest information tech-

nology, the Center will be able to provide its products and services to a larger and more diverse group of soldiers and other customers than ever before. This technology will also enhance cooperation between the components of the AHP, increasing the wide variety of historical products available to the Army and reducing duplication of effort within the program.

The team of skilled history professionals remains the Center's most valuable asset for future growth. This team, assisted by state-of-the-art technology and guided by dynamic leadership, will show the Army how to use its past to understand the present and prepare for the future.

